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Cardinal Stritch University

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THE TROUBADOUR

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ISSUE 74

PETE HOLBROOK TO BECOME EXECUTIVE DIRECTOR OF LEADERSHIP CENTER

Executive Vice President and COO Pete Holbrook will be leaving that position at the end of this academic year to become the executive director of Stritch's Leadership Center. The current executive director, Jeanette Mitchell, will be exiting that position, but will remain connected with the center and the University on a project basis. She has been working part time there since August.

Between now and May 2008, Holbrook will be working half time as COO and half time with Mitchell and the Center's staff, Angela McCullough and Preston Cosgrove, to help ensure a smooth transition. Holbrook will focus primarily on creating a strategic direction while the Center's staff will concentrate on day-to-day operations. He said he also looks forward to working closely with the School of Leadership "to co-create the next generation of leadership programming."

Holbrook's main goals in the new position will be to help develop Franciscan leaders around the nation, particularly with Franciscan-sponsored organizations, and to make use of Stritch's faculty and staff expertise to increase leadership within the University. He is in Stritch's doctoral program and expects to complete his dissertation on the leadership philosophy and practice of St. Francis by the end of the calendar year.

He also plans to continue to build on the Center's achievements, including developing leadership capacity within communities that otherwise would not have access to and opportunity for leadership training and development. "Under Jeanette's leadership, the Center has done an excellent job in fulfilling the mission of the University with niche programming to serve those who might not otherwise be served," Holbrook said.

The timing is right to make the move, he said, with the upcoming retirement of President Sister Mary Lea Schneider as well as Mitchell, the completion of a strategic and financial plan that calls for institutionalizing the principles of a learning community, and the growing interest within the Franciscan community on understanding precisely what constitutes

authentic and effective Franciscan leadership. Toward that end, Holbrook also will be working with the Franciscan Pilgrimages organization, which is interested in collaborating with the University.

"Over the past year and a half, it has become clear that Pete really has the passion for developing a Franciscan leadership program not only within the University, but across the nation and perhaps internationally," said Sister Mary Lea. "With the pending completion of his doctorate, he really will be poised to enter a new phase of service to the University and the broader community. And he will leave the COO spot in a very strong position. I'm pleased he is moving in this direction as it continues the deepening of our Franciscan identity."



Sister Mary Lea said Holbrook has been an integral part of the administration and noted that through his leadership, enrollments and tuition revenue have increased at the undergraduate and graduate level and the Office of Graduate Admissions was established. Holbrook led the study process that resulted in Stritch moving from college to University status. He also developed a brand platform for Stritch that resulted in award-winning advertising and publications. Recently he restructured Information Technology to serve more effectively the needs of all University constituencies.

Holbrook joined Stritch as the director of Development in 1989, became executive director of Enrollment Management in 1993, and was named vice president of that area in 1996. He was appointed executive vice president and chief operating officer in 2005.

Mitchell said she was excited about Holbrook's commitment to serve the Leadership Center, which she helped create in 2001. She said she was proud that, under her leadership, the center has become known in the community for leadership programs, particularly those that serve communities of color, and the Helen Bader Speakers Series, which highlights effective leaders of various ages, races and backgrounds.

continued on page 2

HOLBROOK, CONTINUED FROM PAGE 1

She said she believes the center also has gone a long way toward strengthening within Stritch the view that leadership is an important and viable thing on which to concentrate.

"My time at Stritch has really been a growth opportunity for me," she said. "We started as a different kind of entity and have grown to be an intricate part of the University that I hope has really made a difference.

"Now Pete has the ability to move the center to the next level and will complement what we've done to build community ties," Mitchell said. "He has a vision for Franciscan leadership and will be really important to the growth of the University."

Holbrook said he believes his calling includes offering a system for leadership development that will inform and support leaders who are value-centered, mindful and transformational.

"Francis had the keen ability to know when to let go and

allow new birth," Holbrook said. "He let go of his family and life as an apprentice merchant to focus on God's work, he let go of the administration of the brothers and gave back to God and the ministers the family that was entrusted to him. Through God's grace, he did all these things so that his call and vision to rebuild would grow and develop anew among his followers.

"His calling was to rebuild and make anew God's house; that calling is different for everyone. For me, it is to let go of a familiar role as an administrator and journey on a new path, in order rebuild and make anew God's call to foster and nurture authentic, effective Franciscan-sponsored organizations and leadership."

Sister Mary Lea said she will work to ensure a continued emphasis on the multi-year strategic and financial plan that Holbrook helped create and has shepherded. She said she is considering doing some restructuring on an interim basis until her successor is in place to ensure that focus continues.

CRISIS COMMUNICATIONS DRILL SET FOR SEPT. 25 ON MAIN CAMPUS

Administrators, Campus Security, and the Public Relations/Communications staff will conduct a crisis communications drill on the main campus the morning of Tuesday, Sept. 25. The drill will include reacting to a mock crisis that will only be revealed that morning, bringing together appropriate campus representatives, crafting plans and messages, and conducting a mock news conference.

The main objectives of the drill, which will be mostly "tabletop" and will not include any real evacuations, actors portraying injured victims, etc., are to test the ability of crisis responders and administrators to work together in a crisis and to communicate in a timely manner with members of the University community and the public. It grows out of the tragic shootings at Virginia Tech, at which a recent report confirms that lives probably could have been saved with more rapid communications.

Most members of the campus community will not be aware of the drill while it is in progress, but all are asked to note the date and not to react in any way that morning unless asked. For instance, pre-scheduled meetings may have to be interrupted if a member of the emergency team has to leave to deal with the mock crisis. Disruptions should be minimal, but quick reactions are essential, and in order to be effective the drill must be considered the top priority that morning for everyone on campus.

The drill will test a crisis communications plan that was created for Stritch recently by Gerard Braud, a crisis

communications expert who has worked on four continents and who has developed crisis communications plans for the likes of the Internal Revenue Service and the Library of Congress, as well as many schools, universities, hospitals, corporations and non-profit organizations.



In most real crises, members of Stritch's communications team will execute the crisis communications plan, but if key people are injured or unable to reach the campus, the plan is designed to be so simple that anyone can pick it up and execute it. Thus, copies of the step-by-step plan have been distributed widely around the main campus. It includes scores of key messages covering an array of potential crises designed to allow anyone to fill in the blanks and read them to media, post them to the web, send them by e-mail, or begin the communications process to students,

faculty, staff and other key stakeholders.

E-mail reminders will be sent to everyone prior to the Sept. 25 drill, signs will be posted, and participants will wear badges indicating they are dealing with a mock crisis. Nonetheless, all members of the campus community are asked to be aware of the drill and to assure anyone who may not know about it that day that there is no real emergency.

Those holding copies of the crisis communications manual are reminded that it is licensed to Stritch and may not be shared with individuals outside the University.

STRATEGIC PLAN ACTION STEPS BEING IMPLEMENTED

The University is moving forward this academic year with the strategic and financial plan that was approved by the trustees in January, and more than \$235,000 has been set aside to implement endeavors it includes.

Progress has been wide and varied on the action steps attached to the 11 broad strategic directions, each of which has a target completion date between now and 2012. For instance, the Saint Clare Center for Ministry Formation was created to help enhance Franciscan Catholic identity and heritage. Funds have been set aside for professional development programs for faculty and staff across the University. Online tutoring programs for students have been created to enhance academic excellence.

A program is in place to increase the number of terminally degreed faculty. A master space plan is being developed for the campus. Stritch has submitted an offer to purchase land for an athletic field in Glendale. The information technology staff has added two full time employees.

An audit has been conducted of the Human Resources area and priorities that need to be addressed are being examined. And an advisory group including members of print and broadcast media as well as outside public relations and marketing agencies has been formed to help reorganize the Public Relations/Communications office in an effort to increase visibility and recognition of Stritch.

In the coming weeks a strategic planning group for 2007-08 will be formalized to monitor the implementation of the plan, promote accountability and to make any recommendations for adjustments or modifications to the plan that might be needed.

To access the strategic and financial plan, log onto MyStritch and look under the Employee Info tab. More information on implementation progress will be forthcoming.

IMPROVED LANDSCAPING, SIGNAGE DESIGNED TO HELP BEAUTIFY THE CAMPUS

If you've noticed new trees, plants and signs around campus recently, they're part of a comprehensive plan to improve landscaping and signage on the main campus. To date, the University has spent about \$500,000 on the initial phases.

The landscaping plan is designed to beautify the main campus, make



it a more inviting place and to increase a sense of community by creating spaces for conversation, leisurely strolls, etc. As part of the plan, which was created by Treetops Landscape Design, Inc., of Grafton, more than 300 holes have been dug to plant new or relocate existing trees, according to Jack Glynn, vice president for Facilities.

A group of trustees, with Joan Steele Stein and Chair Tom Zabjek as the driving forces, urged the University in recent months to create a more parklike campus with tree-lined drives, more prominent entry ways, and an atmosphere that reflects the significance and importance of the University. Stein particularly had always dreamed of roadways that would be canopied with trees in years to come.

She and her husband, Jack, owner of Stein Gardens and Gifts, had donated nursery stock as part of their gift to the University's capital campaign, and with surplus funds at the end of the last academic year, Stritch was able to put together the first phase of the landscape plan, according to Executive Vice President Pete Holbrook.



The signage plan, which is being implemented in conjunction with the landscaping project, not only was designed to enhance movement and identification of buildings around campus, but also to create a



more pleasing, professional looking space. Large limestone signs at the entrances on Port Washington and Yates roads are examples of esthetics being married with function.

The signage plan also includes building signs that are illuminated at night and directional signs along roadways. A group spearheaded by Associate Vice President Dave

Wegener helped decide what to purchase, where to place them, etc. The signage and landscaping plan will continue with smaller projects for which philanthropic support will be sought, Holbrook said.